

## PROBATION BOARD FOR NORTHERN IRELAND

**BOARD MEETING – 17 APRIL 2014****9.40 AM – CONFERENCE ROOM, PBNI HEADQUARTERS****347<sup>th</sup> MEETING – 18<sup>th</sup> of TENTH TERM OF OFFICE**ATTENDANCE

Mrs V Patterson (Chairman)                      Mr R Mullan (Deputy Chairman)

Mr D Brown	Mrs M O'Rourke
Mrs J Erskine (Items 1-19)	Mr D Rose
Mr E Jardine	Ms P Shepherd
Mrs L Jennett	Mr M Wardlow (Items 1-20)
Mr B McAllister (Items 1-24)	Mr R Wilson
Mr T O'Hanlon	

Ms C Lamont, (Acting) Director  
 Mr P Doran, Deputy Director  
 Mr H Hamill, (Acting) Deputy Director  
 Ms L Cooper, Head of Business Planning and Development (Items 1-24)  
 Ms C McCann, Head of Finance  
 Mrs G Robinson, Head of Human Resources (Items 1-24)  
 Mr P Thompson, Assistant Director Rural (Item 7)  
 Ms L Crainey, Secretariat (Board Observer) (Items 1-24)  
 Mr P Moss, Board Secretary  
 Mrs J Murray, Personal Secretary (Minutes)

1. OPENING REMARKS AND CONFLICTS OF INTEREST

The Chairman thanked Members for attending the brief closed session which had taken place at 9.30 am and the subsequent presentation from Mark Adam, NIPS Change Manager, on the Prison Review Team Recommendations.

The Chairman welcomed Members to the first Meeting of the new financial year and advised Members that PBNI had not received notification from DoJ on the 2014-15 budget but was expected to after 29 April 2014. The Chairman then welcomed Ms McCann, Head of Finance, to her first Board Meeting and Mrs Crainey, who had taken up her new role in Secretariat, who was attending as Board Observer.

The Chairman informed Members that an additional paper on the sale of the Antrim Office would be presented for decision.

No Conflicts of Interest were declared.

2. APOLOGIES

No apologies had been received.

3. CONSIDERATION OF THE MINUTES OF THE MEETING HELD ON 14 MARCH 2014 (M3/14)

The Minutes of the previous meeting held on 14 March 2014 were approved as an accurate record of the meeting subsequent to "Road" being removed after "Antrim" on page 5 at item 17 to read as follows:

“Capital Expenditure – an offer of £80,000 had been received for the Antrim Office property ...”

4. MATTERS ARISING (Paper 42/14) tabled

The Matters Arising from the previous Minutes had been listed for Members’ attention and the following additional information was reported:

Community Grants Delegated Limits – the Head of Finance reported that the DoJ had agreed to a £100k delegated limit for community grant allocation on condition that PBNI adopted DoJ guidance.

Volunteer Mentors – the Chairman would write to volunteer mentors to thank them for their service.

Consultation on Prisoner Ombudsman – the Head of Business Planning and Development confirmed that, subsequent to union approval, a response had been forwarded on the proposal to place the Office of the NI Prisoner Ombudsman on a statutory footing.

Corporate Plan Launch – the Chairman reported on a very successful event which had been held on 26 March 2014 and thanked everyone, particularly the Corporate Planning Sub Group, the Business Planning and Development team and the Communications team, for their contributions.

Project Management Update – the (Acting) Director reported that initial discussions had taken place to develop a reporting format, similar in style to that for Business Cases, and the frequency for reporting to the Board would be established.

**Action: Chairman and (Acting) Director to progress reporting arrangements**

5. CORRESPONDENCE

The following items of correspondence had been tabled for Members’ consideration:

- Letter of 2 April 2014 from David Lavery, DoJ, to the (Acting) Director regarding a forthcoming review, commissioned by the Justice Minister, of the Criminal Justice Board.
- Terms of Reference from a Strategic Review, commissioned by the DoJ Departmental Board, aimed at surveying the structural delivery models across the DoJ.
- Correspondence from Karen Pearson, DoJ, regarding a strategic approach to community grant allocations. The (Acting) Director was due to attend two meetings with the DoJ and would keep the Board informed.
- Criminal Justice Board Communique: March 2014. Members were reminded that this paper was for internal reference only.

FOR DECISION

6. COMMUNITY GRANTS ALLOCATIONS 2014-15 (Verbal)

The (Acting) Director and Deputy Director reported on the interim governance arrangements in place as PBNI had not been in a position to allocate community grants for 2014-15 because the budget allocation for 2014-15 had not been set.

**Action: Chairman to write to Anthony Harbinson, DoJ, to convey the associated heightened risk around offender management whilst PBNI was unable to allocate community grants for 2014-15**

## 7. COMMUNITY GRANTS EVALUATION (Paper 44/14)

The Assistant Director Rural presented a summary paper of the Qualitative Findings Report which had recently been circulated to Members. The Report completed the second phase of the evaluation; the Quantitative results of the first phase had been presented to the Board in September 2013.

**Action: Assistant Director Rural to provide a copy of the dated NISRA Report**

Members discussed the NISRA and Summary reports in detail and issues in relation to match funding and restorative practice were highlighted.

**Action: The (Acting) Deputy Director confirmed that the research and other relevant issues pertinent to community grants would be further addressed in the annual policy review for community grants**

Members thanked those members of staff who had responded to the survey but also expressed their disappointment at the low response rate. The (Acting) Director confirmed that the low response rate would be addressed at the next Quarterly Area Managers meeting whilst it was noted that all teams did not use the programmes funded by community grants.

**Action: (Acting) Director to forward letter of thanks to staff members who completed the survey and Deputy Directors to include Community Grants Evaluation on the next Quarterly Area Manager Agenda**

The Chairman confirmed that grants for 2014-15 would be allocated in line with the relevant savings scenario and priorities would be based on effectively discharging PBNI's statutory role. A Community Grants Policy review group would be established to look at key areas and to bring forward proposals for the development of the next policy. The review group would be chaired by the Assistant Director Rural.

**Action: Community Grants Policy review group to be established and updates would be provided to the Board on a regular basis.**

The Board noted the paper and approved the establishment of a Community Grants Policy review group.

## 8. EARLY RETIREMENT REQUEST (Paper 46/14)

The Head of Human Resources presented the paper which provided further information on the invest to save benefits against actual costs in-year which had been requested by the Board when the early retirement request was previously presented in December 2013.

Following discussion, the Board agreed not to approve the request.

## 9. ORGANISATIONAL DEVELOPMENT – ESTATES RELOCATION APPROVAL (Paper 45/14)

The (Acting) Deputy Director presented a paper which outlined details for the relocation of staff and services from the Learning and Development Unit to Headquarters and Ballymena. The (Acting) Deputy Director also informed Members that the Business Case seeking approval to close the Learning and Development Unit had been approved by the DoJ.

The Board approved the relocation of staff and services from the Learning and Development Unit to Headquarters and the Ballymena office.

10. SALE OF 30 FOUNTAIN STREET, ANTRIM (Paper 57/14)

The Head of Finance presented the paper which updated Members on the current situation with regard to the sale of PBNI's property located at Fountain Street, Antrim.

The Board approved the sale of the property at £80k.

11. APPOINTMENT OF COMMUNITY GRANTS APPEAL PANEL (Verbal)

The Board Secretary requested Members to establish an Appeal Panel in case organisations lodged appeals in respect of decisions made for 2014-15 Community Grant allocations. The Panel would consist of three Members and the following Members expressed their interest: Ms Jennett, Mr Rose, Mr O'Hanlon, Mr Mullan and Mrs Erskine.

**Action: Board Secretary would contact relevant Members, if required, to establish an Appeal Panel**

12. APPOINTMENT OF BOARD DIVERSITY CHAMPION (Verbal)

The Chairman confirmed she was progressing arrangements to appoint a Board Diversity Champion.

**Action: Chairman to report on progress regarding the appointment of a Board Diversity Champion at the May Board meeting**

### AUDIT COMMITTEE

13. REPORT FROM THE COMMITTEE (Verbal)

The Committee Chair updated Members on the following points following the Audit Committee meeting held on 10 April 2014:

Internal Auditors - the DoJ had commenced their role as internal auditors and KPMG was in process of completing its work.

External Auditors - the Audit Committee would be commencing a review of external auditors in the near future.

Health and Safety Internal Audit (KPMG) – the report had given a rating of limited assurance. There were nine priorities, two of which were priority 1 recommendations. Staff and management were taking this forward and a follow-up requested from DoJ Internal Auditors.

Prompt Payment Results Internal Audit (KPMG) – the report had given a rating of satisfactory assurance with one priority 1 recommendation. Problems had been identified and moving on with follow-up had been requested.

Introduction of an Electronic Appraisal System – the report had been received with seven recommendations. Issues had been raised regarding money spent to date and the system not being fit for purpose. The management response had been robust and further discussions were required regarding the way forward. The Audit Committee would maintain this item on its agenda. The Chairman confirmed she was content for the Audit Committee to bring back for recommendation.

NI Audit Office – the NIAO Audit Strategy had been approved.

Audit Committee Self Assessment – the Committee had considered any skills gap and had concluded that the skills requirements had been met.

Strategic Risk Register – high level risks would be presented on a quarterly basis with the risk owner present. In addition, the Board Workplan would include the presentation of the full risk register at the September 2014 Board meeting.

**Action: a one hour training session would be organised after the summer**

PAYE – Admin Staff – the Committee had passed the issue to the Head of Finance for action and depending on the outcome, it was possible that the accounts would be qualified.

VAT - the issue was being taken forward with Committee Chair and Head of Finance.

Capital Gains Tax – payment had been made and classified under Annually Managed Expenditure.

#### 14. ANY OTHER BUSINESS

There was no other business to report.

### GENERAL PURPOSES COMMITTEE

#### 15. REPORT FROM THE COMMITTEE (Paper 47/14)

The Committee Chair reported that the next meeting on 2 May 2014 would consist of a presentation by Peter McBride, Director, NI Association for Mental Health and the (Acting) Director would approach the Head of Psychology to contribute towards the presentation.

**Action: (Acting) Director to discuss inputs for 2 May 2014 with Committee Chair and approach Head of Psychology**

The Committee Chair suggested that, if applicable, the Committee meeting scheduled for 30 May 2014 could be used as a forum for Members to discuss the budget settlement for 2014-15. The Chairman commented that the Board meeting would provide a more timely forum but would keep that option open.

The meeting scheduled for 27 June 2014 would include a presentation by the Public Health Agency and Human Resources policies.

It was suggested that a Committee date, possibly 30 May 2014, should be used for Members to undertake a half day refresher training on procurement.

**Action: Chairman to confirm use of 30 May 2014 for training**

#### 16. ANY OTHER BUSINESS

There was no other business to report.

### FOR NOTING

#### 17. BUDGET SCENARIOS 2013-14 (Paper 48/14)

The Head of Finance reported that the total savings of £473k had been realised as at 31 March 2014. This had been a tremendous achievement for the organisation and the Chairman referred to the helpful information on Risk that had been detailed on the final page of the report.

The Board noted the paper.

18. BUDGET 2014-15 (Verbal)

The Head of Finance informed Members that spending controls had been put in place as no further information had been received in relation to the budget allocation for 2014-15.

19. FEBRUARY 2013-14 OUTTURN (Paper 49/14)

The following update was provided to Members:

- Year End Outturn – the forecasted outturn was expected to be very close to budget. The DoJ had sought approval from DFP that the £96k payment in relation to corporation tax liability would be treated as Annually Managed Expenditure which had helped to maintain an overall underspend position.
- NILGOSC Admin Employee Contributions - legal advice had been sought in relation to Terms and Conditions and discussions had taken place with the DoJ Economist. An Outline Business Case was in the process of being drawn up for submission to the DoJ within the next few weeks.
- VAT – a paper was to be submitted to HMRC supporting the position that income received from NIPS should not be subject to VAT. PBNI awaited the outcome of HMRC's decision.
- PAYE on Admin Back Pay – a process would be established over the coming weeks to seek the repayment of PAYE on Admin Back Pay to PBNI. Members again expressed their concern regarding the delay in communicating this issue to staff and the Head of Finance confirmed that staff would be informed of the process immediately when firm guidance was received from DoJ and HMRC. A Member suggested that the end of April 2014 should be the deadline for response from HMRC. The Head of Finance confirmed that a meeting had been scheduled with HMRC with the aim of resolving the issue before submission of the year end accounts. In addition, the Head of Human Resources informed Members that this issue had been raised at the JNCC meeting and staff were aware there was an issue.
- Prompt Payment Results – 80% of all invoices had been paid within timeframe during February 2014 and PBNI had received a satisfactory assurance rating from the internal audit on Creditor Payments carried out by KPMG. A review of the structure of the Finance Department would be carried out which would include the invoice processing system and controls would be implemented to improve prompt payment results by September 2014.

The Board noted the paper.

20. BUSINESS PLAN 2013-14 ANNUAL PERFORMANCE REPORT (Paper 50/14)

The Head of Business Planning and Development presented the paper and following discussion it was agreed that:

- relevant organisation should be named when non-completion of objective had been beyond PBNI's control
- wording at 6.1 on multi-agency partnerships should be refined
- end of year submission should include development of green, amber or red status.

The Board noted the paper.

## 21. SUMMARY REPORT: PRISON POPULATION REVIEW (Paper 51/14)

The Deputy Director presented a summary report in respect of the main findings of the Prison Population Review undertaken by Brian Grzymek, NIPS, which had been presented to the Criminal Justice Board on 18 March 2014.

The Report was discussed in detail and it was noted that PBNI's caseload also rose significantly over the same period of time. The issue of recall was discussed and the Deputy Director informed Members that there was a robust process in place - PBNI worked in great depth with offenders to prevent the need for recall applications. Recall applications were only initiated when there was a significant risk for the public and the offender could no longer be safely managed in the community.

The Chairman and Members thanked the Deputy Director for his very helpful summary document and the Chairman suggested a further discussion in three months or sooner if there was further significant development.

### **Action: Deputy Director to report back at future Board Meeting**

The Board noted the paper.

## 22. MANAGEMENT INFORMATION (Paper 52/14)

The Management Information paper was presented for Members' attention and the key points were highlighted:

- Quarterly Report on Human Resources to be presented to the May Board Meeting.
- The DoJ had indicated that it would give serious consideration to an application from PBNI for a new Case Management System and the Head of Information Technology was progressing a Strategic Outline Case. The Chairman endorsed the proposal and the Board would be kept informed.

### **Action: Deputy Director Operations to report on progress on Strategic Outline Case at the June 2014 meeting**

- The Deputy Director briefed the Board on a recent Serious Further Offence.

The Board noted the paper.

## 23. BUSINESS CASES UPDATE (Paper 53/14)

The Head of Finance presented a summary of progress in relation to each Business Case and made specific reference to progress in respect of Business Cases for:

- Closure of Learning and Development Centre
- Employer and Employee Contributions to NILGOSC Pension Scheme
- Probation Staff Pay Remit 2013-14.

The Chairman thanked the Head of Finance for progress made.

### **Action: Head of Finance to develop the Report for the May Board meeting**

The Board noted the paper.

## 24. ORGANISATIONAL DEVELOPMENT PROGRAMME BOARD

The Head of Human Resources updated Members on the four areas (workstreams; practice update paper; systems review; staff engagement) of the first phase which was nearing completion and the work required during the second phase which would centre around the structural review of SMT and the organisation.

### 24.1 Practice Update April 2014 (Paper 54/14)

The Deputy Director then presented the Practice Update paper which had previously been circulated to staff and had been supported by Unions. It provided an update on short term solutions to prioritise PBNI's deployment of its finite resources to best effect. It was noted that the document would amend aspects of the Best Practice Framework and a formal review would be carried out in September 2014.

Members discussed the risk in relation to making amendments to the Best Practice Framework in order to work within a reduced budget. It was agreed that the implications for the Framework would be further considered in the light of the Organisational Development paper to be presented at the May Board meeting.

**Action: Full report on Organisational Development to be presented to May Board meeting**

The Board noted the paper.

## 25. PROGRAMME OF VISITS AND BUSINESS (Paper 55/14)

Information on events attended by the Chairman and Senior Managers from 14 March 2014 – 17 April 2014 was presented for Members' attention.

The Board noted the paper.

## 25. BOARD OBJECTIVES AND WORKPLAN (Paper (56/14)

The Board Workplan was presented for Members' attention.

The Board noted the paper.

## 26. CHAIRMAN'S BUSINESS

Refresher Training – dependent on the outcome of the procurement exercise, the Chairman hoped to hold a half day event for Members on 30 May 2014.

**Action: Chairman to confirm with Members as soon as possible regarding possible training event on 30 May 2014**

Remuneration Committee – a meeting would be arranged in due course.

MLA Engagement/Long Service and Staff Awards – the two events would take place at the Long Gallery on 30 April 2014.

**Action: Board Secretary to contact Members with arrangements for events on 30 April 2014**

## 27. DIRECTOR'S/SECRETARY'S BUSINESS

Staff Local Engagement Events – four half day events would be planned during June 2014 with input from Members.

DoJ Meetings – PBNI would host the Strategic Resourcing Committee and the DoJ Departmental Board Meeting on 29 April 2014.

Radicalisation Area Network (RAN) Conference – the (Acting) Director would attend the conference on radicalisation and violent extremism taking place in Bucharest on 23-24 April 2014. Costs would be covered by RAN for the two day event.

DoJ Estates Project – The (Acting) Director reported on the impact of a recent meeting of the DoJ Estates Project Board (Headquarters workstream). The design aspect of the work was nearing completion with the close of the Programme Board. Glyn Capper, Head of Financial Services Division, had offered to meet the Board Members and the Senior Management Team by way of an update briefing.

International Update Article – Christine Glenn, Parole Commissioner, had requested to meet with the (Acting) Director to discuss the submission of a joint article to the American Probation and Parole Commission. The Board approved PBNI's input to a joint submission.

**Action: (Acting) Director to keep Board informed**

June Board Meeting – the meeting scheduled for 13 June 2014 would take place at the Ballymena PBNI Office.

**Action: Secretariat to make arrangements for June 2014 Board meeting at Ballymena Office**

## 28. ANY OTHER BUSINESS

There was no other business to report.

## 29. DATE OF NEXT MEETING

The next meeting would take place on Friday 16 May 2014 at 9.30 am in the Conference Room at PBNI Headquarters.

The meeting closed at 1.05 pm.